

TASK ORDER

47QFCA19F0029

Headquarters Support

in support of:

United States European Command (EUCOM)



Awarded to:

**Booz Allen Hamilton
8283 Greensboro Drive
McLean, VA 22102**

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C.1 BACKGROUND AND MISSION

The United States European Command's (EUCOM's) mission is to prepare ready forces, ensure strategic access, deter conflict, enable the North Atlantic Treaty Organization (NATO) Alliance, strengthen partnerships, and counter transnational threats in order to protect and defend the U.S. EUCOM is organized into eight directorates – Manpower and Personnel (J1); Intelligence (J2); Plans and Operations (J3); Logistics (J4); Policy, Strategy, Partnering, and Capabilities (J5/8); Command, Control, Communications, and Computers (C4)/Cyber (J6); Exercises and Assessments (J7); and Interagency Partnering (J9). EUCOM is also supported by multiple Special Staff offices including, but not limited to, Public Affairs, Commandant, Historian, and others.

EUCOM's headquarters is in Stuttgart, Germany, and its component commands and their subordinate commands are located within the EUCOM Area of Responsibility (AOR) –

- a. U.S. Air Force Europe (USAFE): Ramstein Air Base, Germany
- b. U.S. Army Europe (USAREUR): Wiesbaden, Germany
- c. Marine Forces Europe (MARFOREUR): Boeblingen, Germany
- d. U.S. Naval Forces Europe (NAVEUR) : Naples, Italy

Special Operations Command Europe (SOCEUR) is a sub-unified command of U.S. Special Operations Command (USSOCOM) and under the operational control of EUCOM. SOCEUR is headquartered in Stuttgart, Germany.

C.2 SCOPE

The scope of this TO is to provide the support identified in this Performance Work Statement (PWS) to EUCOM, its component commands and their subordinate commands, SOCEUR, and other strategic and operational partners. The contractor shall support theater peacetime, crisis, and contingency operations. Purchasing of weapons systems and use of weapons systems, other than as it relates to the analytical and technical support described in Section C, is not within scope of this TO.

The Government anticipates that all support will be provided at OCONUS locations within the EUCOM AOR. Support at additional performance locations, beyond what is currently defined in Section F within the EUCOM AOR/Area of Interest (AOI) may be required during performance of this TO. All requests for support in locations within the EUCOM AOR/AOI, other than those identified in Section F, will be communicated to the contractor by the FEDSIM COR.

Travel to support mission requirements in both Contiguous United States (CONUS) and OCONUS locations is anticipated.

C.3 CURRENT ENVIRONMENT

EUCOM has experienced dramatic changes in the security situation on the European continent since 2014, including the following: a resurgent Russia; frozen conflicts such as in Ukraine, Georgia, Armenia, and Azerbaijan; Russian malign influence throughout the theater, but specifically focused in the Balkans; an increase in Iranian Threat Network (ITN) within the Middle East; Russian expeditionary operations within Syria and a focus on a global influence; operations within northern Syria and Iraq; the enduring threat of Islamic State of Iraq and Syria

(ISIS) threats; and a need to address the capabilities of the NATO alliance. These changes have significant ramifications for U.S. national security interests and those of the U.S.' European allies and partners. It is critical for the U.S. to address these growing challenges and their long-term implications. As a result of the current environment, EUCOM has shifted its focus from peacekeeping to operational and warfighting support.

Specifically, EUCOM is now a warfighting Headquarters (HQ), and the staff has embarked on a transformational change and evolution. This change necessitates that the HQ has the adaptability and flexibility to adjust to the dynamics associated with a warfighting HQ, and the evolution of this change is expected to continue for the near-term.

C.4 OBJECTIVE

Today's global environment is dynamic, and EUCOM and its strategic and operational partners need to ensure they are properly postured to respond; to that effect, the objective of this TO is to effectively and efficiently support the missions of EUCOM, its component commands and their subordinate commands, SOCEUR, and other strategic and operational partners. The contractor shall work to promote collaboration and integration across the Command, its directorates, and strategic and operational partners in order to drive efficiencies and ensure the Command is appropriately postured as its focus transitions from peacekeeping, engagement, and cooperation to warfighting.

C.5 TASKS

The contractor shall perform the following tasks in support of this TO.

- a. Task 1 – Provide Program and Project Management Support
- b. Task 2 – Transition Support
- c. Task 3 – Open Source Analysis
- d. Task 4 – Integrated Air and Missile Defense (IAMD) Support
- e. Task 5 – Information Operations (IO) Support
- f. Task 6 – Operational Influence Platform (OIP) Support
- g. Task 7 – Logistics Support
- h. Task 8 – C4, Cyber, and Cyberspace Analysis and Support
- i. Task 9 – Public Affairs Support
- j. Task 10 – Planning, Strategy, and Engagement Support
- k. Task 11 – Exercises and Assessments Support
- l. Task 12 – Mission-Enabling Support
- m. Task 13 – Additional Support as Required (Optional)

C.5.1 TASK 1 – PROVIDE PROGRAM AND PROJECT MANAGEMENT SUPPORT

The contractor shall provide program and project management support and the contractor personnel resources necessary to support this TO. This includes the management and oversight of all activities performed by contractor personnel, including subcontractors and teaming partners, to satisfy the requirements identified in this TO.

The contractor shall identify a Program Manager (PM) by name to serve as the primary interface and Point of Contact (POC) for the FEDSIM COR and the EUCOM Technical Point of Contact (TPOC). The contractor PM shall be responsible for managing and overseeing the activities of all contractor personnel, including subcontractors and teaming partners. Additionally, the contractor PM shall provide management, direction, administration, quality assurance, and leadership for the execution of this TO.

The contractor shall institute and maintain industry best-practice standards, processes, and methodologies. Should the contractor encounter any technical, security, financial, personnel, or general managerial problems throughout the TO period of performance, the contractor shall immediately notify the FEDSIM COR and EUCOM TPOC.

C.5.1.1 SUBTASK 1 – ACCOUNTING FOR CONTRACTOR MANPOWER REPORTING

The contractor shall report ALL contractor labor hours (including subcontractor labor hours) required for performance of services provided under this TO via a secure data collection site: the Enterprise Contractor Manpower Reporting Application (ECMRA). The contractor shall completely fill in all required data fields using the following web address:
<http://www.ecmra.mil/>.

Reporting inputs will be for the labor executed during the period of performance during each Government Fiscal Year (FY), which runs October 1 through September 30. While inputs may be reported any time during the FY, all data shall be reported no later than October 31 of each calendar year. Contractors may direct questions to the support desk at: <http://www.ecmra.mil/>.

Contractors may use Extensible Markup Language (XML) data transfer to the database server or fill in the fields on the website. The XML direct transfer is a format for transferring files from a contractor's systems to the secure web site without the need for separate data entries for each required data element at the website. The specific formats for the XML direct transfer may be downloaded from the web.

C.5.1.2 SUBTASK 2 – COORDINATE A TASK ORDER KICK-OFF MEETING

The contractor shall schedule, coordinate, and host a TO Kick-Off Meeting at the location approved by the Government (**Section F, Deliverable 1**). The meeting will provide an introduction between the contractor personnel and Government personnel who will be involved with the TO. The meeting will provide the opportunity to discuss technical, management, and security issues, and travel authorization and reporting procedures. At a minimum, the attendees shall include contractor Key Personnel, representatives from EUCOM, other relevant Government personnel, the EUCOM TPOC, and the FEDSIM COR.

The contractor shall provide a Kick-Off Meeting Agenda (**Section F, Deliverable 2**) prior to the meeting for review and approval by the FEDSIM COR and the EUCOM TPOC prior to finalizing. The agenda shall include, at a minimum, the following topics:

- a. Introduction of team members and personnel to include roles, responsibilities, and lines of communication between the contractor and the Government.
- b. Transition discussion.

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- c. Security discussion and requirements (i.e., clearance transfers, building access, badges, Common Access Cards (CACs)).
- d. Program Management Plan (PMP) content discussion including schedule, tasks, etc.
- e. Staffing Plan and status.
- f. Quality Management Plan (QMP) content discussion.
- g. Financial forecasting/tracking and invoicing requirements (Section C.5.1.10 and Section G.3).
- h. TO portal strategy (Section C.5.1.9).
- i. Updated Mission-Essential Contractor Services Plan (Section H.23)

The Government will provide the contractor with the number of Government participants for the Kick-Off Meeting, and the contractor shall provide sufficient copies of the presentation for all present.

The contractor shall draft and provide a Kick-Off Meeting Minutes Report (**Section F, Deliverable 3**) documenting the Kick-Off Meeting discussion and capturing any action items.

C.5.1.3 SUBTASK 3 – PREPARE AND UPDATE PROGRAM MANAGEMENT PLAN (PMP)

The contractor shall document all support requirements in a PMP. The contractor shall provide the Government with a PMP (**Section F, Deliverable 4**) on which the Government will make comments. The final PMP (**Section F, Deliverable 5**) shall incorporate the Government's comments.

At a minimum, the PMP shall:

- a. Describe the proposed management approach and contractor organizational structure.
- b. Provide for an overall Work Breakdown Structure (WBS) with a minimum of three levels and associated responsibilities and partnerships between or among Government organizations.
 - 1. The WBS shall identify all technical activities at a level of detail sufficient for the contractor to manage the work.
 - 2. Each WBS element shall be accompanied by a description and expected result(s).
 - 3. Each WBS element shall include an estimate of the Level of Effort (LOE) required by labor category and associated cost.
- c. Contain detailed Standard Operating Procedures (SOPs) for all tasks and processes that require Government involvement and/or approval.
- d. Include milestones, tasks, and subtasks required in this TO.
- e. Describe in detail the contractor's approach to risk management under this TO.
- f. Describe in detail the contractor's approach to communications, including processes, procedures, communication approach, and other rules of engagement between the contractor and the Government.

The PMP is an evolutionary document that shall be updated annually at a minimum or as changes in the program occur (**Section F, Deliverable 6**). The contractor shall work from the latest Government-approved version of the PMP.

C.5.1.4 SUBTASK 4 – PROVIDE QUALITY MANAGEMENT

The contractor shall identify and implement its approach for providing and ensuring quality throughout its solution to meet the requirements of the TO. The contractor's QMP shall describe the application of the appropriate methodology (i.e., quality control and/or quality assurance) for accomplishing TO performance expectations objectives. The QMP shall describe how the appropriate methodology integrates with the Government's requirements.

The contractor shall provide a QMP (**Section F, Deliverable 7**) on which the Government will make comments. The contractor shall then provide a final baseline QMP as required in Section F (**Section F, Deliverable 8**). The contractor shall periodically update the QMP (**Section F, Deliverable 9**) as changes in program processes are identified.

C.5.1.5 SUBTASK 5 – PREPARE A MONTHLY STATUS REPORT (MSR)

The contractor shall develop and provide an MSR (**Section F, Deliverable 10**). The MSR shall, at a minimum, include the following:

- a. For each task and/or project, the activities and deliverables supported and/or completed during the previous month (include ongoing activities, new activities, and activities completed, and progress to date on all above mentioned activities).
- b. Identified issues or concerns and the proposed resolution.
- c. Problems encountered and corrective actions taken.
- d. Updated personnel roster that includes all contractor personnel (including subcontractors and teaming partners) by location, project, OASIS labor category, and functional role. The roster shall also specifically identify any gains, losses, and status changes (security clearance, etc.).
- e. Government actions required.
- f. Schedule (identify major tasks, milestones, and deliverables and the planned and actual start and completion dates for each).
- g. Summary of trips taken, conferences attended, etc.
- h. Financial status:
 1. Costs incurred at the CLIN and project level, broken out by prime contractor, subcontractor(s), and teaming partner(s), through the previous month.
 2. Costs invoiced at the CLIN and project level, broken out by prime contractor, subcontractor(s), and teaming partner(s), through the previous month.
 3. Projected costs to be incurred at the CLIN and project level, broken out by prime contractor, subcontractor(s), and teaming partner(s), for the current month.
- i. Recommendations for changes, modifications, or improvements to tasks or processes.

C.5.1.6 SUBTASK 6 – CONVENE TECHNICAL STATUS MEETINGS

The contractor PM shall convene a monthly Technical Status Meeting with the EUCOM TPOC, FEDSIM COR, and other Government stakeholders (**Section F, Deliverable 11**). The purpose of this meeting is to ensure all stakeholders are informed of the monthly activities and MSR, provide opportunities to identify other activities and establish priorities, and coordinate resolution of identified problems or opportunities. The contractor PM shall provide minutes of

these meetings, including attendance, issues discussed, decisions made, and action items assigned, to the FEDSIM COR within three workdays following the meeting (**Section F, Deliverable 12**).

C.5.1.7 SUBTASK 7 – PREPARE TRIP REPORTS

The Government will require a Trip Report (**Section J, Attachment F**) for all travel charged to the TO (**Section F, Deliverable 13**). The contractor shall keep a summary of all long-distance travel including, but not limited to, the name of the employee, Government approver(s), location of travel, duration of trip, total cost of the trip, and POC at the travel location. Trip reports shall also contain a detailed description of the purpose of the trip and any knowledge gained.

C.5.1.8 SUBTASK 8 – PROVIDE MEETING REPORTS

The contractor shall provide Meeting Reports (**Section F, Deliverable 14**), as requested by the Government, to document meetings. At a minimum, the Meeting Reports shall include the following information:

- a. Meeting attendees and their contact information and organization.
- b. Meeting date and location.
- c. Meeting agenda.
- d. Purpose of meeting.
- e. Summary of what transpired (issues and risks discussed, decisions made, and action items assigned).
- f. Conclusion.
- g. Recommendation(s).
- h. Next scheduled event(s) impacting or impacted by the meeting.

C.5.1.9 SUBTASK 9 – DEVELOP AND MAINTAIN A TASK ORDER PORTAL

The contractor shall develop and maintain an unclassified TO portal which both Government-approved contractor personnel and Government personnel can access worldwide via unique user identification and password. The TO portal shall be able to be accessed by users with a .mil or a .gov electronic mail (email) account and shall not be CAC enabled. The contractor shall provide the Government with a recommended portal strategy (**Section F, Deliverable 15**) at the TO Kick-Off Meeting for FEDSIM COR and EUCOM TPOC approval. At a minimum, the strategy should include technical requirements, the delivery schedule, and the beta testing plan. The contractor shall deploy the portal in an operational status within 90 days of Government approval of the portal strategy.

The objective of the TO portal is to introduce efficiencies and ensure coordinated service delivery. At a minimum, the TO portal shall serve as a repository for all unclassified TO deliverables and financial tracking data to include financial forecasts (Section C.5.1.10). The portal shall also include a workflow process that automates the contractor's submission of Requests to Initiate Purchases (RIP), Travel Authorization Requests (TAR), and Trip Reports. This workflow process shall also allow the FEDSIM COR, EUCOM TPOC, and other Government personnel to provide digital concurrence and approval for RIPs, TARs, and Trip Reports.

C.5.1.10 SUBTASK 10 – FINANCIAL FORECASTING AND TRACKING

The Government anticipates that funding will be received from multiple sources, and financial data will need to be tracked at the Military Interdepartmental Purchase Request (MIPR), funding source, and/or project level. The contractor shall work with the FEDSIM COR and EUCOM TPOC to determine, for each project, the level of financial tracking required by the Government. For each project, the contractor shall create a financial forecast for each TO period of performance that details the anticipated monthly costs for labor, travel, and ODCs. The contractor shall set the baseline at the start of each TO period of performance and update the forecasts monthly, at a minimum, as costs are incurred, or as requirements change.

The contractor shall present a draft proposed format (**Section F, Deliverable 16**) for the financial forecast at the TO Kick-Off Meeting for FEDSIM COR and EUCOM TPOC approval and shall then utilize the Government-approved format.

C.5.1.11 SUBTASK 11 – PROJECT MANAGEMENT

The Government anticipates that this will be a project-based TO with multiple projects concurrently operating across EUCOM, its component commands and their subordinate commands, SOCEUR, and other strategic and operational partners. The EUCOM TPOC and FEDSIM COR will communicate all requests for project support to the contractor. For each EUCOM TPOC and FEDSIM COR-identified project, the contractor shall prepare a draft Project Requirement Document (PRD) (**Section F, Deliverable 17**) and provide project management support. At a minimum, each PRD shall include the following information:

- a. Summary of the Government's requirement(s) which includes, at a minimum, the project specifications, structure, activities, conditions, risks, mitigations, and schedule from project inception through project closeout. All project milestones shall be detailed with clear, unambiguous target dates.
- b. Project staffing and resource profile.
- c. Travel and security considerations.
- d. Communication and roles and responsibilities framework to ensure both the contractor and the Government are able to efficiently and effectively monitor progress and receive early warning of potential issues.
- e. Detailed project cost estimate (Rough Order of Magnitude (ROM)) broken out by CLIN.

Once the draft PRD (**Section F, Deliverable 17**) has been initially approved by the FEDSIM COR and FEDSIM CO, the contractor shall schedule and coordinate a Project Kick-Off Meeting (**Section F, Deliverable 18**) at a location approved by the Government. Project Kick-Off Meetings may be held virtually pending approval from the FEDSIM COR. The meeting will provide an introduction between the contractor personnel and Government personnel who will be involved with the project. The meeting will provide the Government and the contractor with an opportunity to discuss technical, management, and security issues as well as other TO processes and procedures. At a minimum, the attendees shall include the contractor PM, relevant Government representatives, the EUCOM TPOC, and the FEDSIM COR.

Prior to the Project Kick-Off Meeting, the contractor shall provide a Kick-Off Meeting Agenda (**Section F, Deliverable 2**) for review and approval by the FEDSIM COR and the EUCOM TPOC prior to finalizing. The agenda shall include, at a minimum, the following topics:

- a. Introduction of team members and personnel to include roles, responsibilities, and lines of communication between the contractor and the Government.
- b. Draft PRD (**Section F, Deliverable 17**)
- c. Cost estimate discussion.
- d. Staffing discussion and status.

The contractor shall draft and provide Kick-Off Meeting Minutes (**Section F, Deliverable 3**) documenting the Project Kick-Off Meeting discussion and capturing any action items.

Following the Project Kick-Off Meeting, the contractor shall provide the final PRD (**Section F, Deliverable 19**) to the FEDSIM COR and FEDSIM CO for review and approval in accordance with Section E. The PRD is an evolutionary document that shall be updated each Option Period at a minimum or as changes occur (**Section F, Deliverable 20**). The contractor shall work from the latest Government-approved version of the PRD.

C.5.2 TASK 2 – TRANSITION SUPPORT

C.5.2.1 SUBTASK 1 – TRANSITION-IN

The contractor shall provide a Transition-In Plan and at a minimum, the Transition-In Plan shall address the following:

- a. The contractor's transition approach, process, and timelines.
- b. The contractor's identified roles and responsibilities.
- c. The contractor's identified technical, management, and staffing risks; risk management methodology; and identified mitigations to ensure disruptions are minimized.
- d. The contractor's knowledge transfer and training methodology.
- e. Identification and discussion of the expected roles and responsibilities of the incumbent contractor(s) and information expected from the incumbent(s).
- f. Identification of any actions contemplated on the part of the Government.

The contractor shall ensure that there will be minimum service disruption to vital Government business and no service degradation during and after transition. The contractor shall provide a draft Transition-In Plan at least one workday prior to the TO Kick-Off Meeting (**Section F, Deliverable 21**). The contractor shall implement its final Transition-In Plan (**Section F, Deliverable 22**) No Later Than (NLT) one workday after Government approval of the Transition-In Plan in accordance with Section E. All transition activities for each project shall be completed by the date identified in the final Transition-In Plan.

The contractor shall also establish and maintain effective communication with the outgoing contractor/Government personnel for the period of the transition via weekly status meetings or as often as necessary to ensure a seamless transition-in.

C.5.2.2 SUBTASK 2 – TRANSITION-OUT

The contractor shall provide transition-out support when required by the Government. The Transition-Out Plan shall facilitate the accomplishment of a seamless transition from the incumbent to incoming contractor/Government personnel at the expiration of the TO.

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The contractor shall provide a draft Transition-Out Plan within six months of Project Start (PS) (**Section F, Deliverable 23**). The Government will work with the contractor to finalize the Transition-Out Plan (**Section F, Deliverable 24**) in accordance with Section E. At a minimum, this Transition-Out Plan shall be reviewed and updated on an annual basis (**Section F, Deliverable 25**). Additionally, the Transition-Out Plan shall be reviewed and updated quarterly during the final Option Period.

In the Transition-Out Plan, the contractor shall identify how it will coordinate with the incoming contractor and/or Government personnel to transfer knowledge regarding the following:

- a. Project management processes.
- b. POCs.
- c. Location of technical and project management documentation.
- d. Status of ongoing technical initiatives.
- e. Appropriate contractor-to-contractor coordination to ensure a seamless transition.
- f. Transition of Key Personnel.
- g. Schedules and milestones.
- h. Actions required of the Government.

The contractor shall also establish and maintain effective communication with the incoming contractor/Government personnel for the period of the transition via weekly status meetings or as often as necessary to ensure a seamless transition-out.

The contractor shall implement its Transition-Out Plan NLT six months prior to expiration of the TO.

C.5.3 TASK 3 – OPEN SOURCE ANALYSIS

The EUCOM Open Source Element (ECOSE) mission is to efficiently obtain, analyze, and utilize Open Source/Social Media (OS/SM) information available in the public domain in order to support EUCOM objectives and priorities. ECOSE provides centralized program development, policy coordination, training and tradecraft, oversight, advocacy, and management for OS/SM across EUCOM. ECOSE utilizes a number of tools and software applications to aid in the analysis of large quantities of OS/SM data and is continually seeking methodologies to become more effective and efficient. Additionally, ECOSE works in coordination with other directorates, programs, and agencies to integrate and synchronize OS/SM efforts in order to deepen collaboration and build capability with allies and partner nations.

C.5.3.1 SUBTASK 1 – POLICY/OVERSIGHT SUPPORT

In coordination with the Government, the contractor shall support the development of OS/SM tradecraft and policy regarding the use and sharing of OS/SM information and tools. Support shall include, but is not limited to, the following activities:

- a. Researching, analyzing, and documenting Department of Defense (DoD) and other applicable U.S. Government policies regarding OS/SM.

- b. Assisting with the drafting of policy papers, memorandums, etc. related to OS/SM.
- c. Assisting the Government with meeting theater priorities and objectives through coordination and collaboration with representatives from the Command and the broader U.S. interagency community in order to enable information and tool sharing.
- d. Researching issue papers and preparing briefings (**Section F, Deliverable 26**) for senior U.S. Government leadership.

C.5.3.2 SUBTASK 2 – RESEARCH AND ANALYTICAL SUPPORT

The contractor shall provide language-enabled, research and analytical support to effectively and efficiently respond to Government-generated Requests for Information (RFI) and standing OS requirements. RFIs are generated across the command and/or from strategic and operational partners. In response to Government requirements, the contractor shall research and analyze OS/SM data (to include translation of foreign information where applicable) and produce RFI responses (**Section F, Deliverable 27**). The contractor shall utilize industry best practices to analyze OS/SM data including, but not limited to, tools and software applications and research techniques such as SM and big data exploitation. RFI responses shall identify, capture, integrate, format, and display data and quantitative results (e.g., statistical and machine learning results) for consumption and interpretation by the Government.

Contractor personnel supporting this subtask shall possess the following language capabilities: Russian, Turkish, Ukrainian, and Hebrew; however, the required language capabilities may change over the TO performance period. Contractor personnel shall have proven written language proficiency at least at the 2+ level on the Defense Language Proficiency Test (DLPT) or equivalent.

C.5.3.3 SUBTASK 3 – METHODOLOGY AND TOOL SUPPORT

The contractor shall review, analyze, propose, and develop analytic methodologies (**Section F, Deliverable 28**) that can be used to improve on the techniques and technologies currently used to research and analyze OS/SM data. As required by the Government, the contractor shall evaluate current analytical tools and software, make recommendations for modifications to improve their value-add, develop scripts, and recommend new analytical tools and software applications.

In coordination with the Government, the contractor shall also prepare briefings (**Section F, Deliverable 26**) and attend information exchanges, workshops, conferences, etc. to brief and engage with the broader U.S. interagency community to enable information, methodology, and tool sharing. Additionally, the contractor shall create, execute, and manage a training program focused on educating the Government, allies, and partner nations on OS/SM research and tradecraft practices, methodologies, and tools. The contractor shall develop a training strategy (**Section F, Deliverable 29**) that details how the contractor will structure and execute the program. The contractor shall also develop training materials (**Section F, Deliverable 30**) which could include, but are not limited to, briefings, slide decks, etc. in support of OS/SM training.

The contractor shall also work in coordination with the Government to support the development of technical documentation (**Section F, Deliverable 31**) that captures OS/SM accumulation, storage, research, analysis, and production.

C.5.3.4 SUBTASK 4 – LANGUAGE, REGIONAL EXPERTISE, AND CULTURAL (LREC) SUPPORT

ECOSE manages the LREC program in accordance with DoD Directive (DoDD) 5160.41E. The LREC program identifies language and cultural requirements in Operational Plans (OPLAN), Operational Orders (OPORD), Requests for Forces, and Individual Augmentee Requests and is responsible for efficiently obtaining linguistic support for operational requirements. LREC works in coordination with directorates across EUCOM, programs, and agencies to integrate and synchronize efforts to improve language proficiency, regional expertise, and cultural capability development. In coordination with the Government, the contractor shall also prepare briefings (**Section F, Deliverable 26**) and attend information exchanges, workshops, conferences, etc. to brief and engage with the broader U.S. interagency community. Support shall include, but is not limited to, the following activities:

- a. Researching, analyzing, and documenting DoD and other applicable U.S. Government language and cultural requirements.
- b. Assisting with the drafting of policy papers, memorandums, training requirements, etc. related to LREC.
- c. Assisting the Government with meeting theater-wide language and cultural priorities and objectives through coordination and collaboration with representatives from the Command and the broader U.S. interagency community.
- d. Researching issue papers and preparing briefings (**Section F, Deliverable 26**) for senior U.S. Government leadership.

C.5.4 TASK 4 – INTEGRATED AIR AND MISSILE DEFENSE (IAMD) SUPPORT

EUCOM, with the approval of the Joint Staff (JS) and the Office of the Secretary of Defense (OSD), operates and manages the IAMD program in support of EUCOM's Campaign Plan, OSD and JS-directed plans, and Operations and Execution Orders (EXORDs). The mission of the IAMD program includes interagency partnering, international military exercises, and the defense of allies and U.S. interests abroad to enhance regional peace. The IAMD research and analyses conducted enable EUCOM to operationalize the President of the United States (POTUS)-mandated European Phased Adaptive Approach (EPAA) to Ballistic Missile Defense (BMD) in Europe and for NATO. Additionally, the research and analyses provide capability assessments regarding the U.S. military's ability to mitigate evolving air and missile threats.

EUCOM continues to implement EPAA and further develop partnerships and assurances in NATO, and in early 2020, EUCOM expects to complete Phase 3 of the EPAA for BMD in Europe. The EPAA provides enhanced medium/intermediate-range missile defense capability to support EUCOM plans and operations, including U.S. national contributions to the NATO BMD mission. The cornerstone of Phase 3 capability is the second Aegis Ashore site at Redzikowo, Poland. This site along with the Aegis Ashore at Deveselu, Romania; the integration of Aegis Combat Systems upgrades; Standard Missile-3 Block IIA interceptors; and Command and Control, Battle Management, and Communications (C2BMC) system updates are all required for EPAA to realize its full potential.

Additionally, EUCOM is working to re-establish the atrophied air defense architecture across the AOR. EUCOM is encouraging allies and partners to invest in their own air and missile defense capabilities that are interoperable with NATO and U.S. systems. Building an integrated network

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of interoperable IAMD systems will leverage cost-sharing and help spread the commitment among willing participants. U.S. allies are also making investments in IAMD capabilities such as the Netherlands-Denmark-Germany effort to study the upgrade of the Smart-L radar systems onboard their air defense ships and the comprehensive programs underway in Poland and Turkey to upgrade their lower-tier air and missile defense capabilities. EUCOM is working with the Defense Security Cooperation Agency (DSCA) and DoD on developing authorities that will enable the U.S. to sell missiles and other weapons systems with retransfer rights to groups of NATO and other authorized nations.

The contractor shall support EUCOM and component IAMD programs. The primary objective of this Task is to provide credible planning, development, assessment, evaluation, and integration of allied, EUCOM, and component IAMD systems and forces that focus on existing and future IAMD capabilities to ensure adequate protection of NATO, the EUCOM AOR, and their populations. EUCOM, in coordination with its components, has developed an integrated IAMD Master Plan that was approved and signed by the Combatant Commander. The IAMD Master Plan outlines the strategic vision and long-term goals of IAMD in the EUCOM AOR and directs effort towards specific short- and long-term lines of effort in order to achieve the described IAMD end-state. The main effort for the IAMD program is to develop and operationalize the plan/strategy outlined in the IAMD Master Plan and in support of that, the contractor shall provide credible planning, development, assessment, and evaluation support and shall support the integration of the lines of effort outlined in the Plan. In addition, the contractor shall research and recommend appropriate plans, architectures, and Tactics, Techniques, and Procedures (TTP) that would ensure the successful employment of limited and critical IAMD assets.

The contractor shall also support new and dynamic concepts of national strategic policy, emerging technologies, and evolving partner nation requirements. The contractor shall research and develop recommendations for next generation technological hardware and software, conduct mission capabilities evaluations, and provide the warfighter with an analysis of current and future technologies. Efforts under this Task will enable EUCOM to operationalize the POTUS-mandated EPAA to BMD in Europe and NATO. The services to be performed under this Task consist of the functional areas of IAMD operations, planning, integration, interoperability, resources, policy, strategy, cyber, threat analysis, Command and Control (C2), logistics, and exercises/war games. All deliverables produced by the contractor in support of this Task shall be updated as needed to ensure they remain representative of the current environment.

The contractor shall assess the ability of adversary nations, in both the near and long term, to target the EUCOM AOR, NATO nations, and/or the U.S. homeland with air, cruise missiles, ballistic missiles, and Unmanned Aerial Systems (UAS) threats. The contractor shall support the assessment of adversary air and missile capabilities and the U.S. IAMD deployment plans to counter the evolving threat. The contractor shall support the assessment of the capability and capacity of the proposed air and missile defense architecture and its ability to function effectively under various operational scenarios. The assessment and recommendations shall be consistent with national policy guidance and contribute to EUCOM's development of the most effective, executable defensive counter-air theater strategy to negate present and future threats.

Utilizing all information gathered in performance of this TO, the contractor shall also support the development of and provide input to IAMD Concepts of Operations (CONOPS) for EUCOM, USAFE, NAVEUR, MARFOREUR, and USAREUR.

C.5.4.1 SUBTASK 1 – IAMD CURRENT AND FUTURE OPERATIONS SUPPORT

Support under this subtask focuses on current and future IAMD operations, capabilities, and requirements at EUCOM and its components. The contractor shall provide current assessments (**Section F, Deliverable 32**) of friendly and adversary strategy, operations, plans, capabilities, objectives, and gaps as they pertain to the defensive counter air mission. The contractor's assessments shall meld strategic goals with capabilities in order to identify future requirements and potential shortfalls. At a minimum, assessments shall include the following:

- a. Evaluation of existing capabilities of the U.S. and partner nations, and the effectiveness of IAMD assets against adversaries' offensive threat systems and asset survivability.
- b. Identification of critical gaps and analysis of the vulnerability of critical assets and IAMD systems.
- c. Investigation of to what extent non-IAMD mission requirements utilizing IAMD assets create gaps in these assets' ability to support the IAMD mission in the EUCOM AOR.

The objective of the assessments is to detail the necessary organizations, systems, processes, interoperability, technology, and personnel in order to provide increased operational effectiveness, reduce risks, and provide actionable recommendations tailored to the IAMD community. The contractor shall also support the development of assessments (**Section F, Deliverable 33**) regarding the overall reliability of the U.S. and NATO IAMD architectures and their ability to meet strategic objective goals and evaluate the effectiveness of existing IAMD assets.

Additionally, the contractor shall develop future capability assessments (**Section F, Deliverable 34**) in all aspects of the IAMD environment such as technological advances, C2 interoperability, strategies, TTPs, and national strategic policies. The assessments shall also include future information, data, and Indications and Warnings (I&W) requirements based on strategic planning, projected technology advances, and the evaluation of future sensor programs, next generation interceptors, and expanding C2 interoperability and capabilities.

The contractor shall also support EUCOM Integrated Priority Listing (IPL) and Program Objective Memorandum (POM) processes in order to enable successful advocacy for IAMD systems and programs to further EUCOM IAMD missions. The contractor shall also support integrating evolving defensive counter-air IAMD requirements into long-range planning to ensure the sensors, distributions, and interoperability allow easy dissemination of relevant information. It is essential to confirm that EUCOM's projected IAMD plans and programs are consistent with national policy guidance and are integrated throughout key IAMD agencies, the international community, and partner nations.

The contractor shall also support the assessment of strategic efforts in order to verify that existing defensive counter-air concepts, EPAA, technologies, TTPs, plans, and strategies are accurately identified and incorporated to maximize interoperability and effectiveness of IAMD assets. This support will focus on IAMD's three major tenets: prevention, minimization of damage, and defeating threats presented by hostile nations with consideration for the evolving strategic environment, expanding battle space, partner nations' appetite for IAMD assets, and fiscal constraints.

The contractor shall support evaluations and assessments of all aspects involved in the deployment, operations, and execution of defensive counter air assets. The contractor shall

conduct gap analyses (**Section F, Deliverable 35**) of strategies, plans, and operations for EUCOM and its components. These assessments shall evaluate the core missions of the Commands and their subordinate commands to identify and propose Courses of Action (COA) in order to mitigate risks and weaknesses. These COAs include maintaining defensive counter-air assets as an effective strategic deterrent force, securing critical infrastructure, enhancing support to NATO, and promoting regional stability.

The contractor shall support the current and future integration, interoperability, and execution of C2 capabilities throughout EUCOM, its components, and partner nations toward operationalizing the IAMD Master Plan. The contractor shall support the Government's efforts to incorporate the integration and interoperability of C2 elements and critical IAMD mission-support infrastructure (e.g., C2BMC, Global Command and Control System (GCCS), weapon-system-specific planning tools, various chat applications, and data links). The contractor shall also conduct C2 systems research in order to mitigate evolving air and missile threats (e.g., alternate weapon system combinations to address various regional missile threats) for EUCOM and key partner nations.

C.5.4.2 SUBTASK 2 – IAMD PLANS, POLICY, STRATEGY, AND ENGAGEMENT SUPPORT

The contractor shall support the Government in building strategies for IAMD engagements. The contractor shall support the development of gap analyses (**Section F, Deliverable 35**) focused on existing gaps in strategic national policies, TTPs, and capabilities to include threat assessment of emerging concepts, C2 evolution, passive Missile Defense (MD), training, transformation roadmaps, and technology improvement programs.

First, the contractor shall support the evaluation and assessment of and develop recommendations for capabilities (**Section F, Deliverable 36**) to enhance the follow-on strategic planning of theater IAMD capabilities and the EPAA follow-on programs which build on the IAMD foundation. The post-EPAA strategy has to be consistent with the EPAA end state objectives and the development of future operational architectures. The contractor shall identify, evaluate, and assess gaps in the overall IAMD system and its elements and processes that include threat assessments and emerging concepts, C2, missile warning, protection, force utilization options, capability realignment, training, transformation roadmaps, integration with air defense, policy, doctrine, and technology transformation programs. The results of the contractor's analyses shall support the Government's strategy, policy, and plans.

Second, the contractor shall support progress analyses (**Section F, Deliverable 37**) of the IAMD Master Plan, the IAMD Engagement Strategy, EPAA, and associated programs and how they contribute to stated EUCOM IAMD objectives and desired end-states. Analyses shall include independent qualitative, quantitative, and modeling assessments to identify gaps within each strategy/plan and executable recommendations for mitigation of identified gaps. Analyses shall also be planned and conducted to examine the changing defense architecture and to test strategies designed to mitigate evolving threats. These analyses shall also consider the increased lethality of ballistic missiles (better accuracy, maneuverable reentry vehicles, early sub-munition release, and more effective countermeasures), cruise missiles, and air threats (aircraft and UAS) and the growing numbers of ballistic/cruise missiles and air threats with the potential to easily saturate existing IAMD systems. The contractor shall support the analysis of various configurations of sensors, shooters, and C2 to detect and engage inbound air and missile threats earlier (boost phase or farther from critical/defended asset) in order to meet U.S. priorities and political

commitments throughout the European theater. The contractor shall also consider and evaluate IAMD strategy and execution to ensure it adequately supports EUCOM OPLANs and operations. This evaluation (**Section F, Deliverable 38**) shall assess current capabilities and processes in order to develop future sourcing of air and missile defense assets, policies, TTPs, and plans. Their impact on the IAMD policies for the EUCOM AOR is essential in order to enhance sourcing of globally limited IAMD capabilities in the completion of EPAA Phase 3, to enable the NATO BMD mission, and to operationalize and execute the IAMD Master Plan.

The contractor shall also support the research and evaluation of EUCOM and its components' IAMD strategies, OPLANs, supporting plans, EUCOM Instructions (ECIs), TTPs, and policies with respect to achieving stated IAMD end-state goals. The contractor shall support strategy assessment and examine the missions embedded in the OPLANs and shall develop recommendations (**Section F, Deliverable 36**) for the appropriate provisioning of capabilities and resources. The contractor shall identify current guidance that may require revisions to existing documents, policies, and/or plans in order to maximize IAMD effectiveness. The contractor shall conduct analyses (**Section F, Deliverable 37**) of cyber technology in order to identify and make recommendations that mitigate susceptibilities and vulnerabilities for existing and future IAMD architecture. To accomplish this, the contractor shall assess and evaluate the existing IAMD information architecture to identify existing and potential vulnerabilities which have or could result in disruptions to service and/or mission or are susceptible to infiltration. Within the cyber technology analyses, the contractor shall also provide mitigation recommendations for the identified vulnerabilities.

Additionally, the contractor shall support evaluations of various air and missile defense asset configurations and defense designs to ensure maximum effectiveness in detecting, engaging, and destroying inbound air and missile threats. Detecting and identifying inbound air and missile threats as early as possible provides the best opportunity for IAMD systems to engage and destroy threats. The contractor's analysis (**Section F, Deliverable 39**) shall balance the optimum configuration and location for IAMD assets with the vulnerabilities and threats associated with the placement of sensors, shooters, and C2 in a specific country. The requirement for an agile and mobile combat force has necessitated a transformation in military resourcing and only certain countries can provide the critical locations needed for the current air and missile defense systems. Air and missile defense sensors must be located within their operational parameters from a postulated enemy launch position in order to provide sufficient warning to friendly personnel. C2 systems must be positioned in forward-deployed locations so they can provide an "intercept vector" to incoming missiles. Forward-deployed interceptors must be positioned where they might have the capability to "intercept" vice "chase" inbound threats.

The contractor shall support the development of trade-off analyses (**Section F, Deliverable 37**) that balance the benefits of placement of sensors, interceptors, and C2 with the political cost of placement in that country along with the consideration of whether or not the location is secure and whether the system would be survivable or vulnerable in that placement against the risks presented by adversaries' offensive threat. The contractor shall support assessments of the impact of changing national security objectives and policy changes upon current strategic objectives, capabilities, and plans.

The contractor shall also support EUCOM partner nation engagement plans specific to the IAMD mission. This support shall include understanding how to better utilize partner nation resources and build partner nation capacity while stabilizing and enhancing the partner nations'

ability to operate across the spectrum of exercises and conflicts. These partner nation engagement plans also detail the research and technical analysis of logistics survivability requirements and identify gaps related to supporting the Joint Deployment and Distribution Enterprise (JDDE). Additionally, the contractor shall support the assessment of points of integration with partners, host nations, and Non-Governmental Organizations (NGOs) and their impact on contingency operations. The contractor shall provide recommendations (**Section F, Deliverable 36**) for the development of a regional engagement strategy for partner nation IAMD. The contractor shall support the identification of key risks to future deployment, engagement, and exercise plans. The development of these plans will become more critical as more assets are deployed, and Force Protection (FP) and the ability to regenerate these forward-based assets will be of a strong consideration. Assessments of logistics planning and partner nation capabilities is key to the success of the EUCOM IAMD strategy as the geophysical location of air and missile defense assets is critical to the efficacy of EUCOM OPLANs.

C.5.4.3 SUBTASK 3 – IAMD EXERCISES AND TRAINING SUPPORT

The EUCOM IAMD community receives training at all levels in the form of live operations and exercise activities. These training activities provide the Government with critical insight to key variables, offer a realistic crosscheck for theoretical constructs, and confirm deployment schedules for the proper and most efficient means of utilizing key IAMD assets.

The contractor shall support the evaluation, preparation, and design of various types of tests and exercises (tiers I-IV). This support shall include recommendations for academics, war-gaming, operational training, and experimentation supported by live, virtual, and constructive Modeling and Simulation (M&S) to effectively understand and execute the U.S. and NATO IAMD mission for the EUCOM Commander, Area Air Defense Commander (AADC), and the NATO Air Defense Commander (ADC). The contractor shall utilize M&S systems that are supported by the Missile Defense Agency (MDA) (e.g., I-Sim, C2BMC planners, or weapon-system-specific planners). The contractor shall also examine Joint Test War Gaming, experimentation, exercise planning, and execution, and the support shall include technical analysis of the systems, realism of the situational parameters, execution of the exercise sequencing, and accuracy of the evaluation system.

Additionally, the contractor shall support war-game assessments (**Section F, Deliverable 40**) to evaluate how well the training accomplished the specified objectives. This includes evaluating the exercise design and execution and identifying gaps in training, guidance, technology, and personnel. The contractor shall identify mission risks and their effect on the success of the mission and observed exercise deficiencies in order to make recommendations for improvement to enhance the Joint Training Readiness Exercise programs by providing critical training and exercise insights to staff leadership.

C.5.5 TASK 5 – INFORMATION OPERATIONS (IO) SUPPORT

The contractor shall provide IO (to include Joint Electromagnetic Spectrum Operations (JEMSO)) and Special Activity support to the Government. Under this task, the contractor shall analyze and produce IO products and assessments (**Section F, Deliverable 41**) which evaluate friendly and adversary operations, capabilities, objectives, and gaps as they pertain to the IO mission. This includes, but is not limited to, supporting the Government with the synchronization and assessment of messaging across all programs; melding strategic goals with capabilities

through strategic engagement in order to identify future requirements and potential shortfalls; providing liaison capabilities; and, examining organizations, systems, processes, interoperability, technology, and personnel. Additionally, the contractor shall support the Government by conducting research, building IO capabilities, and developing and executing IO plans. Support to be provided includes, but is not limited to, the following activities:

- a. Integrating and synchronizing theater IO efforts into IO plans and operations in support of current and future OPLANs.
- b. Reviewing all Electronic Warfare (EW), Military Information Support Operations (MISO), Military Deception (MILDEC), Cyberspace Operations (CSO), and Operations Security (OPSEC) activities to ensure they are in accordance with command guidance.
- c. Analyzing the development of processes and organizations and the allocation of IO responsibilities and tasks coordinated with intelligence and operational organizations across the region.
- d. Assisting with the analysis and implementation of IO, Special Technical Operations (STO), Strategy and Policy (S&P), and space tools and capabilities.
- e. Assisting with JEMSO cell functions.
- f. Assisting with the development of CONOPS and requirements for IO capabilities and programs that will enhance warfighting capabilities.
- g. Identifying how the Government can utilize IO, STO, S&P, and space capabilities to enhance current operations, crisis response, and FP.
- h. Assisting with I&W analyses.
- i. Assisting with the coordination of interagency working groups such as the Russia Influence Group (RIG).
- j. Providing Operation Assured Voice (OAV) support.
- k. Coordinating with other IO stakeholders across EUCOM, DoD, and the broader interagency community to foster innovative solutions to improve processes and procedures and to promote IO objectives.

C.5.5.1 SUBTASK 1 – SENSITIVE COMPARTMENTED PROGRAM SUPPORT

The contractor shall support EUCOM's multi-tiered sensitive compartmented program by providing operational and strategic planning expertise to support the development and implementation of sensitive compartmented plans and activities. The contractor shall collaborate and coordinate with stakeholders to identify, develop, and synchronize intelligence requirements. Support to be provided includes, but is not limited to, the following activities:

- a. Developing, nominating, and coordinating requirements within EUCOM and with the JS, other Combatant Commands, and other Government stakeholders.
- b. Coordinating support across the tactical, operational, and strategic information spectrum throughout EUCOM, the JS, other Combatant Commands, and other Government stakeholders.
- c. Providing RFI responses (**Section F, Deliverable 27**).
- d. Developing and maintaining SOPs (**Section F, Deliverable 42**) to facilitate multi-disciplined support to Government stakeholders.

- e. Maintaining a thorough awareness of worldwide intelligence activities as they relate to Government guidance.
- f. Reviewing program regulations and identifying and drafting potential changes and edits in coordination with the Government.

**C.5.5.2 SUBTASK 2 – ALTERNATIVE AND COMPENSATORY CONTROL
MEASURE (ACCM) SUPPORT**

The EUCOM Special Activities Branch (SAB) has several requirements levied in Executive Orders and Departmental and JS guidance which identify certain training, execution and assessment requirements regarding the implementation of ACCM and the JS Focal Point Program (FPP). The contractor shall develop and implement a formalized, coordinated, sustainable, automated, and assessable process for the management of the ACCM system. Support to be provided includes, but is not limited to, the following activities:

- a. Coordinating the development of overarching EUCOM policies and instructions for Special Activities.
- b. Coordinating the development of EUCOM policies and instruction for the implementation and execution of the ACCM and FPP programs.
- c. Assisting with FPP planning activities.
- d. Managing and sustaining the automated workflow processes for ACCM and FPP from identification of the access requirement through briefing and then debriefing.
- e. Developing and implementing an initial (**Section F, Deliverable 43**) and annual plan of instruction (**Section F, Deliverable 44**) in accordance with the instructional system development model.
- f. Maintaining and executing assessment processes and criteria for tracking personnel given access to ACCM.
- g. Maintaining and executing assessment processes to determine efficacy in coordinating cross-Combatant Command clearance transmission.
- h. Responding to the annual reporting requirements for the JS Focal Point control office.
- i. Assisting with all exercises' ACCM requirements with pre-exercise planning and the development of a trusted agent network for ACCM access.
- j. Assisting the Government with the maintenance of ACCM program training and validation.
- k. Developing a way forward to transition to the Need-to-Know Management Module (NTKMM) database to maintain ACCM program rosters.
- l. Serving as the collateral security manager.

C.5.5.3 SUBTASK 3 – SPACE SUPPORT

The contractor shall support the Government with planning, developing, and integrating global space systems and capabilities in support of EUCOM objectives. Support to be provided includes, but is not limited to, the following:

- a. Maintaining, developing, and producing space-focused products and effects (**Section F, Deliverable 45**) to support capabilities requirements identified in theater-level campaign plans and orders.
- b. Assisting the Command Space-Planning Officer (FA40) with the technical coordination and development of contingency plans and operations related to space capabilities to support theater operations and plans.
- c. Planning, supporting, and coordinating theater-level space supporting functions and capabilities with U.S. Strategic Command (USSTRATCOM) and other Government agencies that provide both strategic and operational space capabilities.
- d. Coordinating and deconflicting component command space requirements to support their operational needs.
- e. Developing layered effects and monitoring to ensure that redundant requests and taskings within/for component commands are minimized to the lowest impact.
- f. Ensuring that all plans, CONOPS, and operations have the necessary space supporting annexes and required supporting documents.
- g. Assisting with the development of Government-identified intelligence requirements and requests to support theater plans and operations related to space operations and activities.
- h. Preparing and briefing Government leadership on space supporting functions and capabilities, including emerging systems and capabilities developed by other Government organizations, outlined in the theater plans, orders, and operations.
- i. Assisting with the development of JS approval documents and briefs to support the deployment or inclusion of space capabilities into theater operations and planning.
- j. Assisting with EUCOM space interests at National, DoD, Interagency, and Military Service forums.
- k. Developing technical assessments (**Section F, Deliverable 46**) of emerging space systems and capabilities focused on their suitability for inclusion in current and future command plans and orders.

C.5.6 TASK 6 – OPERATIONAL INFLUENCE PLATFORM (OIP) PROGRAM SUPPORT

The OIP program is the application of commercial marketing techniques to effectively message and influence select target audiences in support of EUCOM objectives. OIP is intended to amplify existing partner (interagency and international) messages through research, product development, product dissemination, and assessment. The goal of OIP is to positively influence selected country target audiences and mitigate the impact of foreign malign influence and propaganda. OIP provides full-scale target audience, target market, and media landscape research. It is constructed on a flexible marketing concept capable of deploying messaging via any medium to include internet, print, radio, television, mobile, and out-of-home. OIP also offers a robust data collection capability through polling and open-source analysis.

The contractor shall provide support and assistance to the Government with conducting market research, creative and content development, media planning and buying, campaign assessment, and other best-in-class digital and traditional behavior change marketing techniques within the EUCOM AOR/AOI in direct support of military objectives and operations. The contractor shall

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possess detailed knowledge of the European marketing and media environment, to include European Union (EU) and host-nation laws and regulations.

All products provided by the contractor and any accompanying reports shall be complete, ready for distribution, consistent with a high level of quality control, culturally sensitive and appropriate, and relevant to the audience identified by the Government. The contractor shall participate in EUCOM working groups serving as a traditional and digital media marketing Subject Matter Expert (SME). If directed by the Government, the contractor shall also provide this SME support on the behalf of EUCOM to other DoD and interagency strategic and operational partners. Additionally, as requested by the Government, the contractor shall provide training to EUCOM personnel on the use of traditional and digital media in support of operations.

The primary objective of this Task is to develop integrated marketing, outreach, and communications in support of themes and objectives derived from EUCOM objectives, emerging contingencies, and approved plans and programs in direct support of military objectives and operations. The contractor shall work with the Government to ensure that all messaging and communications are synchronized and coordinated with EUCOM objectives and priorities prior to dissemination. The contractor shall develop, produce, disseminate, and assess the effectiveness of localized and culturally appropriate marketing and advertising content. The contractor shall utilize modern behavior change marketing techniques to identified foreign audiences, influencers, and key communicators, and assess the effectiveness of that messaging on their behaviors. As emerging technologies become available, the contractor shall evaluate them for incorporation into deliverables and projects, upon approval by the Government. The contractor shall advise EUCOM IO planners on OIP task integration and provide recommendations and inputs into the EUCOM planning efforts including deliberate, crisis, and steady state.

The subtasks identified below will be required to be performed with Government supervision. All reports produced and data provided by the contractor shall be in a format agreed upon by the contractor and the Government and adjusted as necessary. At the start of performance of this Task, between three and seven country and/or region-specific projects will be operational, and as approvals are gained, contractor-required support shall be expanded to other countries and regions. Ongoing research across the EUCOM AOR/AOI shall be required beginning at the start of performance of this Task.

For all work performed under this Task, at no time shall the work or the deliverables and data produced by the contractor target or collect data on U.S. citizens. All information shall be truthful and clearly attributable to the U.S. Government, and the contractor shall operate within and in accordance with EUCOM authorities and permissions. The contractor shall be responsible for ensuring that all work performed under this Task and all deliverables comply with relevant EU and host-nation laws and regulations, including the EU General Data Protection Regulation (GDPR) where applicable.

The Government asserts unlimited rights in accordance with Defense Federal Acquisition Regulation Supplement (DFARS) 252.227-7013 and 252.227-7020 to all technical data and creative materials produced by the contractor and all teaming partners, subcontractors, or consultants in support of this Task. Once work under this Task concludes, the contractor shall

transfer ownership of all website addresses, applications, usernames, passwords, profiles, etc. created and/or utilized during TO performance.

C.5.6.1 SUBTASK 1 – TARGET AUDIENCE AND MARKET RESEARCH

The contractor shall conduct research on target audiences in multiple countries and/or regions across the EUCOM AOR/AOI, as specified by the Government, in order to develop an understanding of these highly complex audiences. Research shall be conducted in accordance with the marketing research industry's best-in-class industry standards. As directed by the Government, the contractor shall utilize traditional and non-traditional forms of primary research and/or available industry data, including market data available for purchase, outside reports, and other data provided by the Government, to develop target audience profiles for each Government-identified country and/or region of interest (**Section F, Deliverable 47**). Within each audience profile, the contractor shall provide demographic/segment data on the target audiences; this data may include, but is not limited to, age, gender, external, and internal conditions and influences that drive their behavior, media consumption, geographic concentration of Government-identified groups or segments (i.e. military age individuals), online/digital concentration, and networks (both real-life and digital). The contractor shall conduct one or more segmentations of target audiences, as directed by the Government, and define the methodology used in arriving at the segmentation within the target audience profile (**Section F, Deliverable 47**).

Upon request from the Government, the contractor shall identify key influencers to target audiences, including, but not limited to, biographical data, professional background, educational background, personal background, influencer qualifications, political/state affiliations, user activity, platforms on which they are active, their online messaging/objectives, and their audience/followers.

Additionally, the contractor shall conduct research on target markets in areas designated and prioritized by the Government. Research shall be conducted in accordance with the marketing research industry's best-in-class industry standards. Target market research shall include, but is not limited to, identification of evolving media vehicles and platforms and their characteristics, advertising costs in the various types of media, and marketing tactics utilized in the area. The contractor's research shall focus on Government-identified geographic markets, regions, and audiences and shall ensure that information on U.S. persons is not collected or utilized. For each Government-identified target market, the contractor shall develop target market profiles (**Section F, Deliverable 48**). Within each market profile, the contractor shall provide data on the target market and this data could include, but is not limited to, the following:

- a. Major media outlets and audience segment media consumption characteristics in the target market.
- b. Available advertising options and networks used in the target market.
- c. Advertising costs (e.g., Cost Per Thousand (CPM) impression for each media vehicle or platform by language).
- d. Languages used in various media outlets.
- e. Ownership and alignment of various media platforms, including, but not limited to, pro-EUCOM objective or anti-EUCOM objective.
- f. Instances of censorship, one-sided reporting, or intentional blackouts (e.g., jamming).

- g. Existing, new, and emerging marketing technologies and techniques to reach and influence the target audience.
- h. Media consumption habits of target audiences by media type and specific channels.

Using Secure Internet Protocol Router (SIPR) and Joint Worldwide Intelligence Communications System (JWICS) tools, the contractor shall validate if there is any intelligence to support open-source information obtained.

C.5.6.2 SUBTASK 2 – STRATEGY DEVELOPMENT

For each Government-identified country and/or region, the contractor shall develop a project strategy and tactical plan (“Project Plan”) (**Section F, Deliverable 49**) that contains the rationale for executing the project, measurable objectives, target audience information, tactics, detailed timetables, work plans, assessment plan, and detailed budgets. Plans shall include strategies and tactics that are actionable and measurable. When developing the Project Plan, the contractor shall utilize information gathered under Subtask 1 above (Section C.5.6.1). The Project Plan shall include contractor-proposed Measures of Effectiveness (MOE), Measures of Performance (MOP), and Return on Investment (ROI) metrics that can be used by the Government to evaluate the success of the Project Plan (Section C.5.6.6). The contractor’s proposed metrics will be reviewed and approved by the Government before being implemented. The contractor shall be responsible for monitoring the implementation of the Project Plan.

C.5.6.3 SUBTASK 3 – CREATIVE DEVELOPMENT AND INITIAL PRE-TESTING

For each identified country and/or region and in accordance with the Government-approved Project Plan for that country and/or region, the contractor shall develop creative concepts (**Section F, Deliverable 50**) for targeted messages and materials which may consist of broadcast (e.g., TV, radio, and/or cinema), print, outdoor, digital, and/or other advertising. Based on the approved Project Plan, the contractor shall present creative concepts for the Government to review, comment on, refine, and approve. All messages and materials (traditional, digital, and non-traditional) shall be prepared in a format/manner that is consistent with advertising industry best practices and shall be designed for use in accordance with the Government-approved Project Plan. Additionally, all necessary and applicable terms of service, privacy, security, and EU and local legal requirements shall have been addressed prior to any discussion and/or dissemination of any creative concepts.

At a minimum, the contractor shall ensure that the following are taken into consideration in the development and execution of creative concepts:

- a. Unique characteristics, experiences, norms, values, behaviors, and beliefs of the target audience and/or market.
- b. Relevant historical, environmental, and social forces.

For each identified country and/or region and in accordance with the Government-approved Project Plan for that country and/or region, the contractor shall provide a Test Plan (**Section F, Deliverable 51**) that details the process and procedures for the pre-testing of creative concepts to ensure they will be effective with the intended target audience. Effectiveness will be assessed by considering how accurate, consistent, clear, relevant, and credible the concepts are and by how much they appeal to and resonate with the target audience. The contractor shall execute the Test

Plan (**Section F, Deliverable 51**) to pre-test the concepts once it has been approved by the Government.

For each identified country and/or region and in accordance with the Government-approved Project Plan for that country and/or region, the contractor shall develop pre-testing materials including messaging and creative assets to be deployed through public relations and earned media efforts. The contractor shall identify and provide the Government with detailed, local information types and sources and procedures for disseminating content through these sources. Content may include, but is not limited to, talking points, text, graphics, video, audio, or audio-visual components. The contractor shall possess an intimate knowledge of the regional media markets as well as the target region(s)' and audience(s)' cultural, social, political, and economic dynamics. The contractor-developed content shall reflect an understanding of local and regional perspectives to include the use of indigenous terms and dialects. All developed content shall be oriented toward the Government-identified foreign, target audiences and shall not be oriented towards U.S. audiences.

Unless directed by the Government, the contractor-developed content shall not replicate the role of DoD Public Affairs or address U.S. foreign policy issues.

C.5.6.4 SUBTASK 4 – PRODUCTION AND SECONDARY PRE-TESTING

For each identified country and/or region and in accordance with the Government-approved Project Plan for that country and/or region and the Government-approved creative concepts, the contractor shall produce creative materials (**Section F, Deliverable 52**) which may consist of, but are not limited to, broadcast (e.g., TV, radio, cinema), print, outdoor, digital, and other advertising. Based on the approved Project Plan, the contractor shall present the creative materials for the Government to review, comment on, refine, and approve.

When applicable and in compliance with applicable U.S., EU, and local laws and regulations, the contractor shall:

- a. Negotiate usage rights for television, radio, print, and digital materials, as needed, and procure the proper ad usage rights for placement.
- b. Avoid the use of talent, graphics, music, or other media that will require residual payments to the greatest extent possible. Before utilizing anything that will require residual payments, the contractor shall discuss and obtain approval from the FEDSIM COR.
- c. Maintain and provide the Government with complete documentation (**Section F, Deliverable 53**) concerning talent contracts, music rights, and any information needed to determine legal issues involving broadcast or use or distribution of any and all broadcast products to any audience at any time.
- d. Provide the Government with all finalized creative materials including all supporting paperwork. Creative materials files (**Section F, Deliverable 52**) shall include all source files and supporting files including, but not limited to, artwork, fonts, images, and illustrations used to create the products.

As directed by the Government, the contractor shall also develop and/or customize digital platforms (**Section F, Deliverable 54**) that may include, but are not limited to, websites, mobile apps, social media pages/presence, and other media platforms. The contractor shall work with the

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Government to determine the appropriate platform(s) for each identified country and/or region. The contractor shall ensure that all digital platforms adhere to EUCOM security standards and legal requirements.

- a. **Websites:** As required by the Government, the contractor shall develop and implement websites using a scalable and non-proprietary Content Management System (CMS) in a secure and stable hosting environment. Websites shall utilize device-agnostic responsive design and adhere to usability best practices. All OIP platforms shall be operational and accessible on the internet 24 hours a day, seven days a week (24/7), with a 99 percent reliability rate. The contractor shall ensure that the hosting environment is secure and U.S. based. Additionally, all websites shall have one-click attribution and shall clearly identify that information is being provided by the U.S. Government. Upon receiving final approval from the Government to develop and implement a website, the contractor shall secure rights to the chosen Uniform Resource Locator (URL) as well as similar URLs (e.g., .com, .net, .info, or .org) as required by the Government.

The contractor shall be responsible for continuous security monitoring of all hosting platforms. The contractor shall employ industry best practices for proactive information security such as virus scan tools to include intrusion detection and countermeasures, daily preventive security scans, virus and Trojan horse protection, daily incremental backups, and weekly complete backups. The contractor shall ensure compliance with EUCOM standards and regulations and Industry and DoD Information Assurance Vulnerability Advisories/Alerts published by the DoD Computer Emergency Response Team (CERT) as applicable.

- b. **Social Media Pages and Handles:** As required by the Government, the contractor shall set up and customize social media profiles, pages, or handles (e.g., Facebook pages, Twitter accounts, or YouTube channels) using advertising and marketing industry best practices. Upon receiving final approval from the Government, the contractor shall secure rights to the social media handles as required by the Government. The contractor shall obtain Government approval regarding content, comments, and any comment feedback systems.
- c. **Emerging Platforms:** As required by the Government, the contractor shall develop and/or customize user-centered digital destinations on new or emerging digital platforms as they become available or are determined to be relevant to programs.

For each identified country and/or region and in accordance with the Government-approved Project Plan for that country and/or region, the contractor shall provide a Test Plan (**Section F, Deliverable 55**) that details the process and procedures for the pre-testing of creative materials to ensure they will be effective with the intended target audience. Effectiveness will be assessed by considering how accurate, consistent, clear, relevant, and credible the concepts are and by how much they appeal to and resonate with the target audience. The contractor shall execute the Test Plan (**Section F, Deliverable 55**) to pre-test the creative materials once it has been approved by the Government.

C.5.6.5 SUBTASK 5 – DISSEMINATION

For each identified country and/or region and in accordance with the Government-approved Project Plan for that country and/or region, the contractor shall plan and execute campaigns. The

campaign strategy and execution plan shall be documented in Campaign Plans (**Section F, Deliverable 56**) which shall include, but are not limited to, the following information:

- a. Description of strategy and associated marketing objectives including the approach to channel planning.
- b. Media plan that demonstrates in-depth knowledge of the media consumption habits of intended audience.
- c. Media mix including a breakdown of spend by media type and by individual placements.
- d. Detailed cost projections including relevant costs by media type and by individual media placement.
- e. Media flighting chart including each media type to demonstrate suggested flight times, media weights/insertion levels, and other relevant factors.
- f. Analytical measurement plan to track success, determine the effectiveness and cost-effectiveness of paid media efforts, and plans for mid-course adjustments and optimization. Measurement plans shall include ongoing reports on all relevant media cost metrics both by media type and by individual media placement.
- g. Negotiation of bonus media weight or added-value media.
- h. Proof of performance consisting of, but not limited to, progress reports, media vendor invoices, tear sheets, affidavits of performance for broadcast, vendor invoices, match reports, airchecks, screenshots, photographs, and third-party media tracking solutions to ensure campaign delivery and to verify media billings.

Upon Government approval of the Campaign Plan, the contractor shall disseminate and distribute the content to Government and/or third-party platforms that ensure delivery of the content to the target audiences in the EUCOM AOR/AOI to directly support EUCOM objectives and operations.

Additionally, as required by the Government, the contractor shall provide periodic content dissemination, media monitoring, and social media monitoring reports (**Section F, Deliverable 57**) that reflect relevant metrics which may include, but are not limited to, media impressions, web reach, social reach metrics, and, when relevant, sentiment analysis.

C.5.6.6 SUBTASK 6 – ASSESSMENT

Using industry best practices, methods, and market research, the contractor shall work with the Government to develop quantifiable metrics that will be used to evaluate the success of projects and changes in target audience behavior. Prior to execution of any assessment activities, the contractor shall provide a Project Assessment Plan (**Section F, Deliverable 58**) that shall utilize marketing research industry standards of MOE, MOP, and ROI and include contractor-recommended metrics for the planning stage of the program. The Government will take the contractor's recommendations into consideration, and the Government will determine the metrics that will be utilized under this Task.

The contractor shall utilize the Government-selected metrics to conduct assessments of the program and projects executed under this Task. The contractor shall establish baselines from which the data will be measured and compared. Program and project assessments may also be conducted by third-party organizations (i.e., not the contractor or Government), and the contractor shall support those assessments, as required by the Government, by providing

program and project data and information such as cost or performance data or strategy information.

The contractor shall provide assessment reports on a monthly, quarterly, and annual basis for the program and each project that provides ongoing and current metrics reporting including Key Performance Indicators (KPIs). Assessment reports shall also include detailed media performance data that identifies costs and performance by media type and by individual media placement. Examples include, but are not limited to, the following:

- a. Television and radio: reach, frequency, Gross Rating Point (GRP), Target Rating Point (TRP), cost per point.
- b. Print: circulation.
- c. Digital Display: impressions, clicks, click-through rate, cost per click.
- d. Digital Video: impressions, clicks, click-through rate, cost per click, cost per view.

At the conclusion of each project, the contractor shall provide a Project Summary Report (**Section F, Deliverable 59**) that at a minimum details lessons learned, summary of the metrics and performance, analysis of the project's effectiveness and impact, and a summary of the total and individual cost elements.

C.5.6.7 SUBTASK 7 – EXECUTION SUPPORT

The contractor shall provide support to ensure successful execution across all subtasks at the program and project level. The support shall include, but is not limited to, the following activities:

- a. **Translation Support:** As applicable and as needed, the contractor shall provide full translation support. Translators shall be highly-trained professionals, native speakers of the specified language, and have experience in professional translation. Translators shall employ American Translators Association (ATA)-recognized methodologies to verify native translation. Where it is applicable and consistent with industry best practices, the contractor may provide automated translation support; however, the Government may require that automated translation support be reviewed and/or validated prior to the language being utilized.
- b. **Technical Support:** To assist in management and execution of the Task, the contractor shall implement and maintain non-public, web-based tools to facilitate communication between the Government and the contractor that provides capabilities including, but not limited to, product approval, document and information repository, and the capability to share information with allies and partners.
- c. **Client and User Support:** The contractor shall provide client and user support across all digital platforms (e.g., mobile apps, websites, and social media platforms) utilized in support of OIP. Digital platforms shall be maintained on a 24/7 basis and responses to client and/or user inquiries and questions shall be provided within three hours during normal duty hours.
- d. **System Support:** For web-based tools (Section C.5.6.7.b), the contractor shall ensure system availability as follows:

1. Troubleshoot and return system(s) to an operational state within two hours of being taken offline due to maintenance/communications connection problems.
2. Replace components/parts/server, as necessary, to maintain platform availability.
3. Provide maintenance response within two hours of being notified of maintenance problems.
4. Maintenance shall be available, if required by the Government, 24/7.

C.5.7 TASK 7 – LOGISTICS SUPPORT

The contractor shall support the Government with building, maintaining, and enhancing EUCOM's logistics strategy as the Command requires a logistical infrastructure and network that will enable a rapid pivot from the steady-state environment to contingency response operations if required. Logistics-focused support shall include, but is not limited to, the following activities:

- a. Assisting with the management of the Logistics Strategy Framework Team.
- b. Coordinating with EUCOM component commands and other strategic and operational partners to identify and document courses of actions in order to develop the logistics strategy, mitigate the gaps and seams to logistically "set the theater," and increase logistics capability throughout the EUCOM AOR/AOI.
- c. Developing logistic-focused assessments (**Section F, Deliverable 60**) that detail and analyze current logistics capabilities, logistics challenges and risks affecting the EUCOM AOR/AOI, and planned future logistics capabilities.
- d. Reviewing and documenting component lessons learned (**Section F, Deliverable 61**) from operational movements and exercises and from information gathered through working groups, boards, conferences, etc.

C.5.8 TASK 8 – C4, CYBER, AND CYBERSPACE OPERATIONS SUPPORT AND ANALYSIS

The contractor shall support the Government with the integration of C4, cyber, and cyberspace operations into EUCOM's strategic and operational objectives. The contractor shall work with the Government to facilitate information sharing, internally and externally, and to integrate information sharing into C4, cyber, and cyberspace operations.

The contractor shall work in coordination with Defense Information Systems Agency (DISA) Europe, U.S. Cyber Command (CYBERCOM), Joint Force Headquarters-Cyber (JFHQ-C) Air Forces Cyber (AFCYBER), JFHQ-DoD Information Network (JFHQ-DoDIN), and other CYBERCOM components in support of this Task.

C.5.8.1 SUBTASK 1 – SECURITY COOPERATION AND INTEROPERABILITY SUPPORT

The contractor shall provide C4 and cyberspace focused security cooperation support for the assessment, planning, coordination, and execution of EUCOM's C4 and cyberspace security cooperation and interoperability programs. The contractor shall support all phases of international C4 and cyberspace security cooperation and interoperability by integrating new strategies, technologies, procedures, and process improvement to meet DoD and EUCOM

SECTION C – PERFORMANCE WORK STATEMENT

Theater Security Cooperation (TSC) and U.S. Embassy mission performance plan policy goals. Specific support to be provided includes, but is not limited to, the following activities:

- a. Serving as the primary EUCOM interface to European allies and partners, EUCOM components, U.S. National Guard State Partners, and CYBERCOM. In addition, the contractor shall support allied command transformation and allied command operations for the improvement of interoperability.
- b. Providing insight regarding NATO cyberspace and C4 interoperability initiatives in order to enable informed dialogue with the U.S. military delegation to NATO to address EUCOM concerns and equities.
- c. Assisting with the planning, coordination, and development of security cooperation projects and activities which could include, but is not limited to, strategic planning, Table Top Exercises (TTX), familiarization activities, conferences, bilateral and multilateral working groups, and key leader engagements. The contractor shall support the drafting of international cyber roadmaps, information papers, and interoperability agreements between EUCOM/NATO and non-NATO organizations and partner nations.
- d. Assisting with the planning, coordination, development, and execution of cyberspace and C4 processes and procedures for theater interoperability with allies in support of joint contingencies, exercises, and operations.
- e. Assisting with the development and implementation of policy guidance in support of security cooperation mandates to ensure that policy effectively implements the standards established by the Office of the Secretary of Defense – Policy (OSD/P).
- f. Providing analytical support to EUCOM for the cyberspace line of activity and theater international Communications Security (COMSEC) interoperability and release program. The contractor shall ensure support complies with policy for pursuing theater security cooperation resources in support of the cyberspace operations and C4 line of activity.
- g. Drafting international Communications Interoperability and Security Memorandums of Agreement (CISMOA) and COMSEC release processes to partner nations throughout the EUCOM AOR/AOI.
- h. Processing COMSEC release actions to foreign nations in accordance with Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 6510.06.
- i. Determining cryptology requirements for U.S. interoperability requirements and supporting the facilitation of release actions for supporting cryptology and communications equipment to include secure voice and data network devices to coalition/partner nations in support of joint and combined operations.
- j. Assisting with the development of implementation and coordination efforts with software programmers, system architects, communication planners, and network engineers engaged in the integration of new coalition partners requiring access to current and future Tactical Data Links (TADL) architectures.
- k. Providing recommendations pertaining to compliance with DSCA requirements in building partnership initiatives with NATO and European partner nations.

C.5.8.2 SUBTASK 2 – CURRENT OPERATIONS (CUOPS) SUPPORT

The contractor shall provide CUOPS support which includes, but is not limited to, the following activities:

SECTION C – PERFORMANCE WORK STATEMENT

- a. Coordinating the conduct of operations preparation of the environment for execution through the EUCOM Joint Cyber Center (JCC).
- b. Coordinating cyber orders between EUCOM and CYBERCOM.
- c. Monitoring global incidents and threats in coordination with JFHQ-DoDIN and providing information to EUCOM.
- d. Coordinating and synchronizing mission assurance policy and guidance with EUCOM and CYBERCOM.
- e. Communicating cyber force capabilities, limitations, and readiness to EUCOM.
- f. Monitoring EUCOM AOR network events.
- g. Facilitating the identification of EUCOM's Key Cyber Terrain (KCT) to enable mission assurance operations and understanding theater KCT information flow.
- h. Assisting with development of theater KCT MOE and MOP.
- i. Assisting with the development of technologies and TTPs to help develop EUCOM's KCT Common Operating Picture (COP).
- j. Providing recommendations (**Section F, Deliverable 62**) from a mission assurance perspective to EUCOM in order to help formulate effective cyber operations plans and strategies.

C.5.8.3 SUBTASK 3 – FUTURE OPERATIONS (FUOPS) SUPPORT

The contractor shall provide FUOPS support which includes, but is not limited to, the following activities:

- a. Maintaining Situational Awareness (SA) on vulnerabilities and threats to EUCOM's mission.
- b. Capturing and analyzing lessons learned (**Section F, Deliverable 61**) from cyber attacks to support future planning efforts.
- c. Assisting with the effective integration of cyberspace capabilities in order to counter adversary use of cyberspace.
- d. Analyzing EUCOM and CYBERCOM planning activities and strategic guidance to plan for future operations.
- e. Identifying and reporting relevant cyber capacity and capability gaps (**Section F, Deliverable 63**) that affect EUCOM.
- f. Facilitating the dissemination and communication of the technical content of operational and strategic cyber threat assessments and products.
- g. Researching, analyzing, and identifying gaps and shortfalls related to the execution of cyberspace defensive missions.
- h. Providing recommendations (**Section F, Deliverable 62**) to EUCOM in order to formulate effective cyber operations plans and strategies.

C.5.8.4 SUBTASK 4 – CYBERSPACE OPERATIONS SUPPORT

The contractor shall provide cyberspace operations support which includes, but is not limited to, the following activities:

SECTION C – PERFORMANCE WORK STATEMENT

- a. Assisting with the planning, synchronization, integration, execution, and coordination of Department of Defense Information Network (DoDIN) and cyberspace operations and providing recommendations to the Government.
- b. Analyzing after action reports and providing lessons learned (**Section F, Deliverable 61**) to support future TTP development.
- c. Facilitating the dissemination and communication of the technical content of operational and strategic cyber threat assessments and products throughout the Combatant Command.
- d. Coordinating, integrating, synchronizing, and deconflicting cyberspace operations to meet Government requirements.
- e. Providing recommendations (**Section F, Deliverable 62**) to support response actions against DoDIN degradation or denial of EUCOM missions.
- f. Analyzing tactical Mission Reports (MISREPs).
- g. Disseminating and providing technical explanations for operational and strategic cyber threat assessments and products throughout the EUCOM AOR/AOI.
- h. Working in coordination with the Government to ensure tactical execution aligns with operational guidance.
- i. Consulting with Intelligence, Surveillance, and Reconnaissance (ISR) personnel to interpret technical cyber threat intelligence, incident responses, and related products to JFHQ-C, CYBERCOM, JFHQ-DoDIN, and threat repositories.
- j. Facilitating the packaging and dissemination of technical cyber threat intelligence, incident response, and related products to the JFHQ-C, CYBERCOM, JFHQ-DoDIN, and threat repositories.
- k. Monitoring and assessing the defensive posture for EUCOM's critical key terrain.

C.5.8.5 SUBTASK 5 – INSIDER THREAT AUDITOR SUPPORT

The Government has installed specialized software and hardware tools on Government networks and equipment to monitor activities. The contractor shall audit and analyze the data outputs in order to detect anomalous user behavior that could represent a threat to or compromise of national defense information. The contractor shall report any anomalous findings to the Government in accordance with EUCOM Insider Threat Directives. In support of this subtask, the contractor shall coordinate and collaborate with various Government stakeholders including, but not limited to, the EUCOM Insider Threat Hub, Counterintelligence (CI) representatives, and the Special Security Office (SSO). The contractor shall also support open CI investigations when insider threat support has been approved as a part of the investigative plan.

Additionally, in order to mitigate against unauthorized technical devices in Government facilities, the contractor shall operate, maintain, update, and monitor automated radio frequency receivers as a function of Technical Surveillance Countermeasures (TSCM) support.

C.5.9 TASK 9 – PUBLIC AFFAIRS SUPPORT

The EUCOM Public Affairs mission is to lead, plan, execute, and assess the Command's public affairs efforts (internal and external communication and theater outreach) to address priority Command and component operations, events, and activities. Public Affairs is responsible for educating and informing key internal and external audiences and stakeholders about EUCOM's

mission, demonstrating progress toward the Commander's objectives and goals, and gaining a community of advocates and supporters of the Command through meaningful and activity-related messaging and engagements.

In support of EUCOM Public Affairs, the contractor shall conduct news monitoring and assessments of the information environment (**Section F, Deliverable 64**). This includes assessing the information environment from a public affairs lens based on an established communication strategy and framework. Public affairs assessments inform the effectiveness of public affairs efforts in reaching key audiences via traditional, online, and social media coverage and through theater outreach. Public affairs assessments also inform key leaders of emerging issues in the information environment and inform public affairs decisions/actions. Assessments will be leveraged to support future communication planning and coverage efforts.

Public Affairs also has a doctrinal responsibility to correct the public record when instances of misinformation/disinformation and propaganda are identified as well as the authority to speak on behalf of the Command in the public domain. The DoD principles of information are the bedrock of maintaining the public trust and DoD's institutional credibility. Public Affairs employs a range of TTPs to proactively and transparently release factual, timely information about EUCOM operations, exercises, and activities as well as counter instances of misinformation/disinformation and propaganda. The contractor shall support the Government with identifying and assessing instances of misinformation/disinformation and propaganda. Additionally, as requested, the contractor shall make recommendations (**Section F, Deliverable 65**) to counter misinformation/disinformation and propaganda.

Additionally, the contractor shall support the Government with external and internal communication planning, communication synchronization/integration, strategy development, and product development. Products (**Section F, Deliverable 66**) may include, but are not limited to, items such as communication strategies, plans, annexes, orders, guidance, talking points, assessments, briefing cards, read outs, press releases. The contractor shall also provide a daily media summary and analysis (**Section F, Deliverable 67**) that identifies U.S. national and international reporting on topics relevant to EUCOM.

The contractor shall also provide theater outreach support. ECPA plans and conducts more than 200 events every year in the EUCOM AOR. The contractor shall work with the Government to identify media coverage opportunities; coordinate and prioritize event requests from DoD, DoS, and other organizations; support the development of EUCOM's Annual Outreach Plan; and manage policy exceptions.

C.5.10 TASK 10 – PLANNING, STRATEGY, AND ENGAGEMENT SUPPORT

The contractor shall assess the current strategic planning efforts for countries and initiatives in the EUCOM AOR/AOI in order to verify that appropriate concepts, capabilities, technologies, and non-materiel solutions have been identified and incorporated to enhance the effectiveness of theater and regional operations. These assessments shall include the analysis of the integration of C2 and critical mission systems infrastructure; logistical challenges within the AOR/AOI; threats such as terrorism, UAS, and proliferation of Weapons of Mass Destruction (WMD); threats to FP; and threats to the interests of allies and partner nations.

Additionally, the contractor shall conduct gap analyses of strategies and plans in order to identify and mitigate any potential risks present in the core missions for EUCOM, its component

commands and their subordinate commands, SOCEUR, and other strategic and operational partners. These core missions may include, but are not limited to, maintaining ready forces for global operations, securing global access theater-wide, enhancing support to NATO and the EU, and promoting regional stability. The contractor shall identify any risks and assess how susceptible the core missions for EUCOM, its component commands and their subordinate commands, SOCEUR, and other strategic and operational partners are to the identified risks.

C.5.10.1 SUBTASK 1 – ANALYSIS AND ASSESSMENT SUPPORT

The contractor shall also conduct analyses, as directed by the Government, in order to identify threats and/or risks and recommend how EUCOM, its component commands and their subordinate commands, SOCEUR, and other strategic and operational partners can best defend themselves. As global and regional challenges arise and evolve, the contractor shall continually assess the environment, using a variety of methods (e.g., media monitoring), and provide the Government with assessment reports (**Section F, Deliverable 64**) focused on topics that include, but are not limited to, the following:

- a. Non-traditional information collection activities.
- b. Threat trends.
- c. Current and/or emerging crises.
- d. Operational environments (including, but not limited to, the political, military, economic, social, information, infrastructure, and physical environment of the area).
- e. Terrorism/counter-terrorism threats.
- f. Anti-Terrorism (AT) and FP threats.
- g. Additional information as required by the Government.

At a minimum, assessment reports shall detail the research conducted, the analysis performed, risks and potential or real impacts, and any recommendations for the Government to consider. The contractor shall also support the development and implementation of potential outputs from the assessment reports by providing analytical and technical support to assist the Government.

C.5.10.2 SUBTASK 2 – STRATEGY AND PLANS SUPPORT

The contractor shall support the full range of joint planning activities at the strategic, operational, and tactical levels, across EUCOM, its component commands and their subordinate commands, SOCEUR, and other strategic and operational partners. Joint planning is focused on the end state, globally integrated and coordinated, resource and risk informed, framed within the operational environment, and adaptive and flexible.

The contractor shall provide subject matter expertise focused on areas such as, but not limited to, IAMD, IO, public affairs, C4, cyber, and logistics, to support the development, execution, management, and assessment of the family of military plans including, but not limited to, theater and global campaign planning, U.S.-only planning, bi-lateral planning, NATO planning, country planning, Continuity of Operations Plan (COOP), strategy and communications plans, and special program planning. This support also includes Contingency Plans (CONPLAN), OPLANs, OPORDs, etc. The Combatant Commander's Campaign Plan establishes the operations, activities, and investments that EUCOM will undertake to achieve the Command's objectives in support of national policy and objectives. Country plans are developed to guide

EUCOM's interactions with European nations' security sector organizations, HQ, and forces and to set the Commander's priorities for each country in order to accomplish the objectives identified in the Campaign Plan.

The contractor shall also be familiar with both deliberate and crisis action planning procedures and shall be prepared to conduct truncated planning processes as required and in accordance with Joint Doctrine Publications 2.0, 3.0, 4.0, 5.0, and 6.0 and CJCSI 3314.01 and 3110.02H.

For each planning effort, the contractor shall assist with the development of base plans, annexes, appendices, and staff estimates. Additionally, the contractor shall participate in Joint Planning Groups and Operational Planning Teams (OPTs) with EUCOM directorates and special staff and shall support crisis action planning teams as required.

C.5.10.3 SUBTASK 3 – STRATEGIC ENGAGEMENT SUPPORT

The contractor shall support Key Leader Engagement (KLE) activities across EUCOM, its component commands and their subordinate commands, SOCEUR, and other strategic and operational partners. The contractor shall support internal staff processes and procedures and be able to communicate and interact at a senior level. This support includes, but is not limited to, the following activities:

- a. Assisting with the planning and execution of engagement, information, and outreach programs.
- b. Drafting and editing correspondence letters, policy letters, memoranda, talking points, notes, etc. on behalf of the Government.
- c. Maintaining mission and Command briefings.
- d. Assisting with staff and Command-related visits.

The contractor shall prepare briefings (**Section F, Deliverable 26**) as required and shall assist with the development, implementation, and assessment of strategic guidance focused on synchronizing communications, engagements, and priorities across EUCOM.

C.5.10.4 SUBTASK 4 – SECURITY ASSISTANCE AND SECURITY COOPERATION PROGRAMS SUPPORT

DoD and DoS provide security assistance and security cooperation to foreign governments, militaries, and international organizations and groups with a focus on enhancing the capabilities of partner nations to ensure they are able to defend themselves against current and future threats. Support is provided under the authorities of Title 22 and Title 10 of the U.S. Code and annual National Defense Authorization Act (NDAA). Security assistance and cooperation programs are in place to strengthen bilateral (and in some cases multilateral) security relationships, enhance partner capacity and self-sufficiency, promote effective civil-military relations, and provide recommended training, equipment, and materials.

The contractor shall support the development, implementation, management, and assessment of security assistance and security cooperation programs across EUCOM, its component commands and their subordinate commands, SOCEUR, and other strategic and operational partners. To effectively and efficiently provide support, the contractor shall coordinate and synchronize with other stakeholders such as the OSD, DoS, U.S. Embassy country teams, and the JS. Programs and initiatives to be supported include, but are not limited to, the following:

- a. Global Peace Operations Initiative (GPOI)
- b. Ukraine Security Assistance Initiative (USAI)
- c. Georgia Defense Readiness Program (GDRP)
- d. Partnership for Peace (PfP)
- e. European Deterrence Initiative (EDI)
- f. Wales Initiative Fund (WIF)

C.5.10.5 SUBTASK 5 – NATO SUPPORT

The contractor shall support the execution of EUCOM's NATO Response Force (NRF) program, which also includes support for the NATO Readiness Action Plan (RAP) and other programs that support allies and partner nation participation in the NRF. This support includes, but is not limited to:

- a. Analyzing the NRF program Force Generation results and the Supreme Headquarters Allied Powers Europe (SHAPE) Long-Term Rotational Plan.
- b. Identifying NRF exercises and priority countries.
- c. Assisting with EUCOM coordination with the NATO Force Structure and Command Structure.
- d. Planning and assessing participation of rotational Army battalion task force training at Joint Multinational Training Command/Joint Multinational Readiness Center.
- e. Advising EUCOM regarding leadership engagements with DoD, DoS, and Congress on strategic policy and program issues related to NATO RAP and NRF.
- f. Providing subject matter expertise on building partner capacity authorizations, funding, policies, and processes in support of the EUCOM strategy.
- g. Serving as an SME for all EUCOM-enabling NATO efforts.
- h. Preparing and conducting briefings (**Section F, Deliverable 26**) to support EUCOM participation at various NATO, DoD, and DoS conferences and roundtables.
- i. Providing guidance and advice to EUCOM leadership at all relevant NATO forums.

C.5.11 TASK 11 – EXERCISES AND ASSESSMENT SUPPORT

The contractor shall provide support to EUCOM, Component Command, SOCEUR, NATO, SHAPE, and JS exercises, wargames, TTXs, lessons learned programs, and assessment activities.

As required, the contractor shall provide support for exercises, wargames, TTX, etc. from the initial planning stages, including planning conferences, through execution and assessment. Support to be provided includes, but is not limited to, the following activities:

- a. Assisting with the development of operational and planning concepts.
- b. Attending planning conferences to establish participation execution events, timelines, and communication requirements.
- c. Developing subject-matter-specific Master Scenario Events List (MSEL) injects, objectives, scenarios, events, and vignettes.
- d. Assisting with conducting the white cell and acting as controller participants.
- e. Developing MOE and MOP (**Section F, Deliverable 68**).

- f. Conducting the After Action Review (AAR), summarizing the MOE and MOP, and documenting lessons learned (**Section F, Deliverable 61**).

The contractor shall also assist the Government with overseeing the development of assessment processes and execution of assessment support which includes, but is not limited to, the following activities:

- a. Developing program or initiative-specific MOE and MOP (**Section F, Deliverable 68**).
- b. Articulating information requirements and documenting the assessment strategy and plan.
- c. Establishing reporting criteria and timelines to satisfy operational and EUCOM assessment requirements.
- d. Interfacing with the EUCOM J7 and other theater assessment activities.
- e. Conducting assessments of program, initiatives, and activities and documenting the results in assessment reports (**Section F, Deliverable 64**).

C.5.12 TASK 12 – MISSION-ENABLING SUPPORT

C.5.12.1 SUBTASK 1 – KNOWLEDGE MANAGEMENT (KM) SUPPORT

The contractor shall provide KM support with the objective of fostering information sharing and enhancing decision making across the Command. The contractor shall capture individual and organizational knowledge and develop KM strategy and methodology plans (**Section F, Deliverable 69**) utilizing industry best practices and procedures, tailored to the current and potential future requirements of the EUCOM requesting organization or directorate. The contractor shall utilize SharePoint or other Government-approved domains to develop, build, manage, and maintain collaborative environments (**Section F, Deliverable 70**) at both unclassified and classified levels. In developing and maintaining these environments, the contractor shall ensure that they comply with all EUCOM and DoD standards and regulations.

C.5.12.2 SUBTASK 2 – EVENT AND CONFERENCE PLANNING SUPPORT

The contractor shall provide support, as requested by the Government, for conferences and events including, but not limited to, symposiums, roundtables, or workshops. The purpose of these conferences and events is to promote collaboration within the Government and with U.S. allies and partner nations. The contractor shall work in conjunction with the Government to support activities such as, but not limited to, the following:

- a. Developing the objectives, key issues, and discussion elements.
- b. Providing logistical support and handling administrative details.
- c. Coordinating with other agencies, organizations, or other international partners.

C.5.12.3 SUBTASK 3 – PROGRAMMATIC AND TASK MANAGEMENT TOOL (TMT) SUPPORT

The contractor shall provide program and project management and TMT support to the Government. This support may include, but is not limited to, preparing packages and briefings (**Section F, Deliverable 26**), facilitating the approval of activities supporting directorates and

special staff offices with EUCOM and Government leadership, developing project schedules, monitoring and summarizing project progress, and synchronizing and coordinating activities.

C.5.12.4 SUBTASK 4 – SECURITY SUPPORT

The contractor shall support physical, personnel, and information security operations and programs. The contractor shall support daily operations and ensure oversight and compliance with local and national-level security policies for the protection of National Security Information (NSI). The contractor shall assist the EUCOM Special Security Representatives (SSRs) and other stakeholders with the operation of Sensitive Compartmented Information Facilities (SCIF) throughout the EUCOM AOR. Support includes, but is not limited to, the following activities:

- a. Assisting the Government with developing, evaluating, and maintaining operating systems, policies, devices, procedures, and methods used for safeguarding classified information, property, and materials.
- b. Maintaining control and accountability of classified materials including the proper storage, transmittal, and/or destruction of materials.
- c. Providing training, instruction, and review regarding the handling of classified information and security awareness issues.
- d. Providing subject matter expertise support to assist the Government with the accreditation, upgrade, and certification of SCIF-related construction and equipment matters.
- e. Assisting the SAB information security program by reviewing documentation for appropriate classification markings.
- f. Serving as the SAB Alternate Top Secret Control Officer (TSCO).
- g. Maintaining knowledge of all applicable security and Sensitive Compartmented Information (SCI)-related directives, regulations, manuals, and guidelines.

The contractor shall also provide personnel security support to the EUCOM SSO and the EUCOM SAB. Support includes, but is not limited to, the following:

- a. Managing support operations including assisting visitors and EUCOM personnel, verifying security clearances, processing investigations and clearance requests, and assisting with in- and out-processing of personnel.
- b. Reviewing security investigative paperwork for completeness and inputting data into the personnel security database.
- c. Inputting security information into the Joint Personnel Adjudication System (JPAS) and tracking reports of incidents in JPAS.
- d. Processing collateral, SCI, and Special Access Program (SAP) eligibility/access requests and conducting SCI and SAP indoctrinations.
- e. Creating and maintaining personnel security records, files, and reports.
- f. Conducting SCIF inspections throughout the EUCOM AOR.
- g. Processing pre- and post-foreign travel requests.

The contractor shall also provide site security management support to the EUCOM SSO. For each Government-identified project, the contractor shall develop a Security Plan (**Section F, Deliverable 71**) that at a minimum includes a risk assessment of the potential threats against the project such as Human Intelligence (HUMINT), CI, or AT/FP. The Security Plan shall be

continually assessed and updated as necessary throughout the project lifecycle. Additionally for each Government-identified project, the contractor shall develop SOPs (**Section F, Deliverable 72**) in coordination with the Government that will govern the security processes and procedures for that particular project.

C.5.13 TASK 13 – ADDITIONAL SUPPORT AS REQUIRED (OPTIONAL)

To appropriately manage the unpredictability of world events, EUCOM requires the capability to rapidly respond to unforeseen requirements. The contractor shall provide support at locations within the EUCOM AOR/AOI including locations that currently are or may in the future be designated as Hazardous Duty/Combat Zones (HD/CZs). These requirements will be variable in length and may require either short-term (up to 90 days) or longer-term (91 days or longer) support. Support requirements and deliverables for this Task are described in **C.5.3 through C.5.12** and are within the scope of this TO, but require additional personnel to meet the additional LOE requirement. When the need for additional support is identified, the FEDSIM COR will notify the contractor and the Government will exercise the optional support CLIN.